

Workforce Development is *Everyone's Business*



A Strategic Plan for the Alaska Workforce Investment Board

AWIB's Vision



An Opportunity for Employment for All Alaskans

- ✓ Right Person
 - ✓ Right Skills
 - ✓ Right Job
 - ✓ Right Time

AWIB's Mission



To provide leadership, set policy, direction and accountability standards to get Alaskans into jobs.

AWIB Authorities & Responsibilities



1. Set quality standards:
 - Eligible Training Providers
 - Job Center certification
 - Youth vendors
2. Assess performance and make recommendations to the Governor
3. Establish industry and occupation priorities which direct investments
4. Establish priorities for investment strategies

AWIB Opportunities to Lead Change



- Define *BOLD* new strategies for working differently
- A New Era of Accountability
 - Across agencies
 - Within regions
- Convene the forums of diverse stakeholders
- Engage industry and businesses in workforce issues
- Use quality information to make better investment choices



The External Environment



A strategy must stay relevant to the constantly changing external environment.

The summary SWOT Analysis includes major issues affecting workforce investment as defined by the Board.

Strengths ~

- One Board – One Direction
- New Era of Accountability

Weaknesses ~

- Lack of Public Awareness
- Poor Systemic Connections
- Lack of Rural / Regional Voice
- Drug and Alcohol Issues
- Long-term fiscal plan not understood

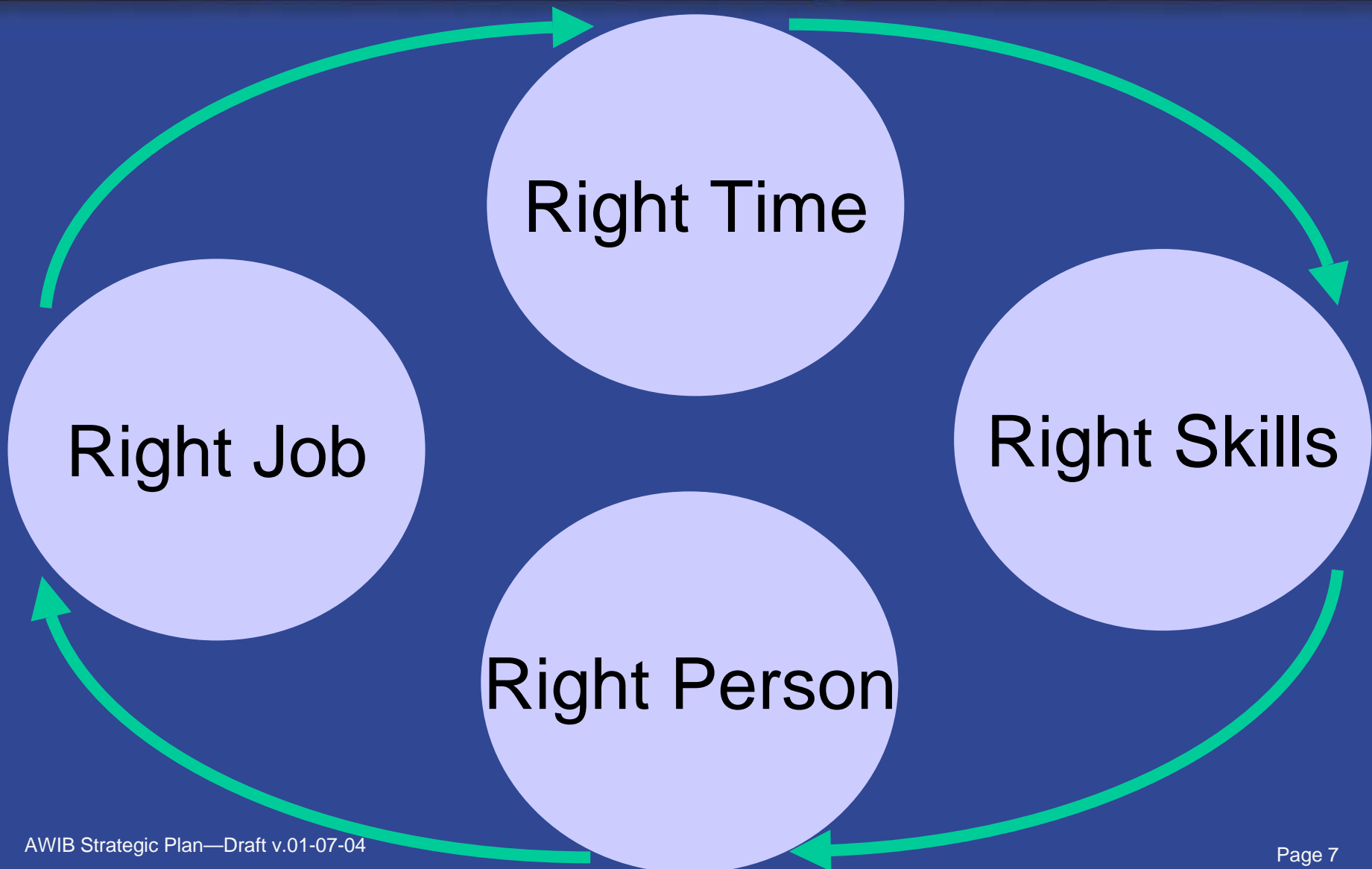
Opportunities ~

- Economic future in AK is strong relative to other states
 - resource development
 - geographic advantages
- Local input / voice through Regional Councils
- Young, flexible system
- Availability of existing jobs – something to train for now
- Alaska Hire priority
- Use money wisely – make 66 funds follow performance
- New and growing economy is not yet saturated

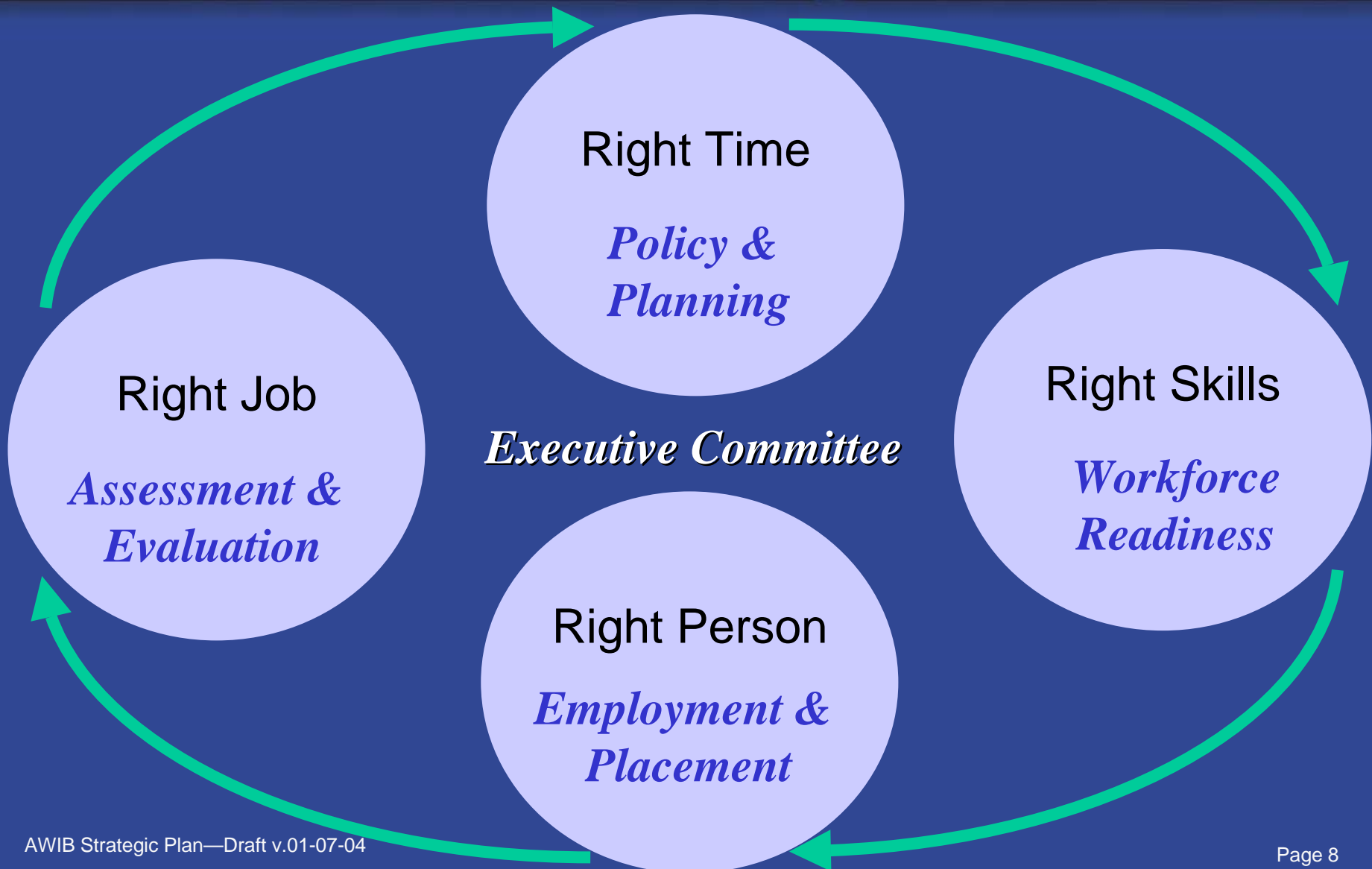
Threats ~

- Continued loss of funding
- Inertia & resistance to change
- Not ready for when big projects come, e.g. gas line
- Decline of basic skills: HS graduates and wider workforce
- Lack of buy-in by or incentives for Business

Strategic Elements



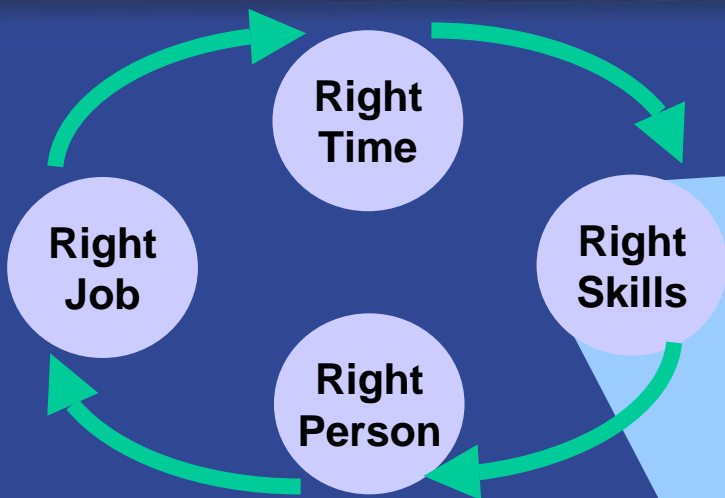
Committee Alignment



Right Skills



Workforce Readiness Committee



Responsibilities & Strategies

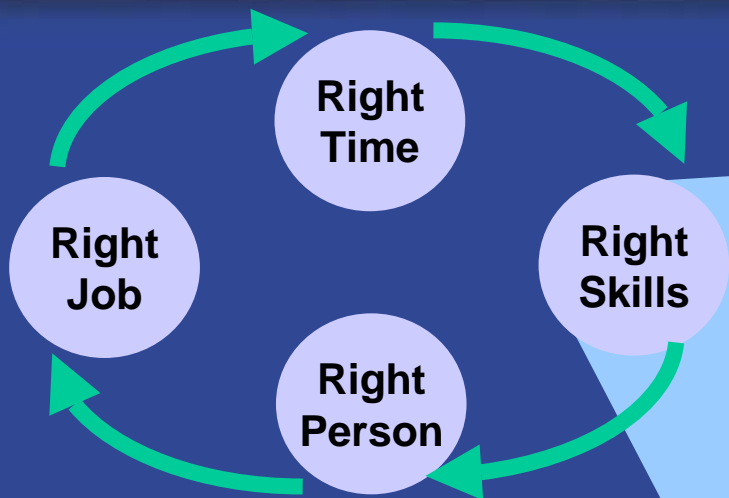
- Implement the Blueprint
- Define Occupational Priorities
- Promote Industry Skill Standards
- Build Youth Employability Standards
- Approve Eligible Training Providers
- Ensure Highly Qualified Teachers
- Change the Educational Model
- Connect Providers

End Goal:
**A Prepared and
Motivated
Workforce**

Right Skills



Workforce Readiness Committee



Measures & Targets

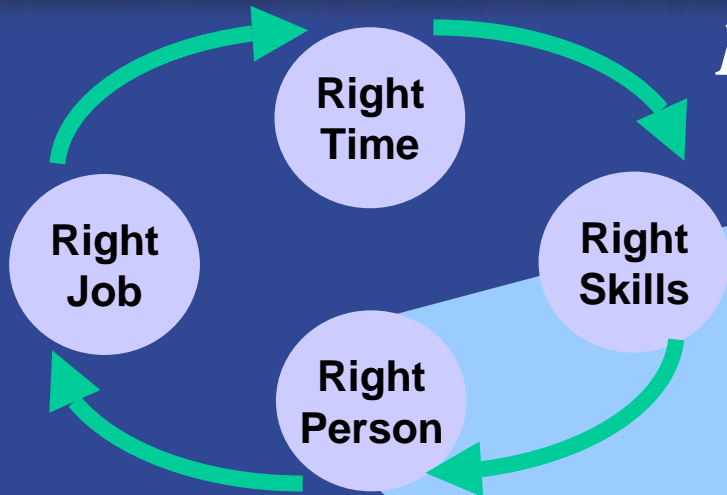
1. Percentage of people who enter employment in a field related to their training: ***target 1% increase per year.***
2. Percentage of training providers on the ETPL who use industry-based skill standards: ***target 20 % increase per year.***

End Goal:
**A Prepared and
Motivated
Workforce**

Right Person



Employment & Placement Committee



Responsibilities & Strategies

Enhance Labor Exchange Services
Market Penetration with Employers

Embed Job Center Principles:

Integration, Customer Service,

Universal Access, Performance Driven

Rural and Native Connections

Job Center Operator MOU

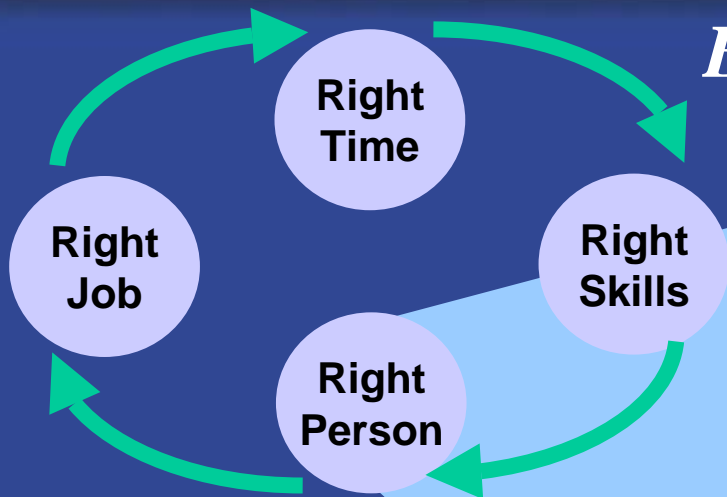
Job Center Certification

End Goal:
**People and
employers
connect**

Right Person



Employment & Placement Committee



Measures & Targets

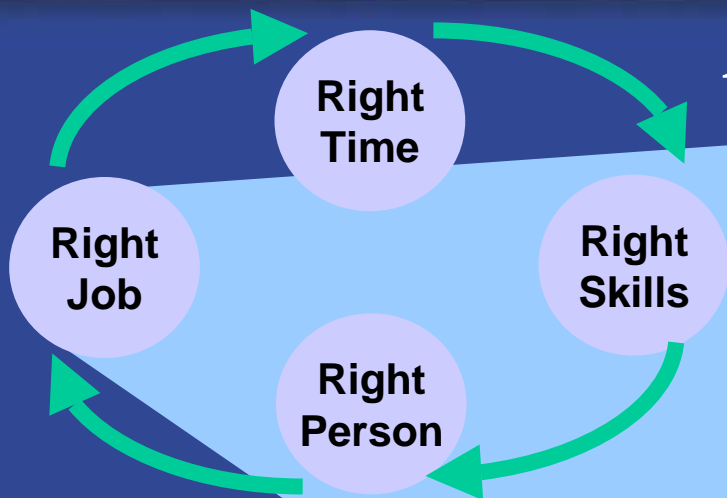
1. Increase the percentage of workforce investment participants who enter employment: ***target 2% per year.***
2. Increase market share among employer customers: ***target 2% per year.***

End Goal:
People and employers connect

Right Job



Assessment & Evaluation Committee



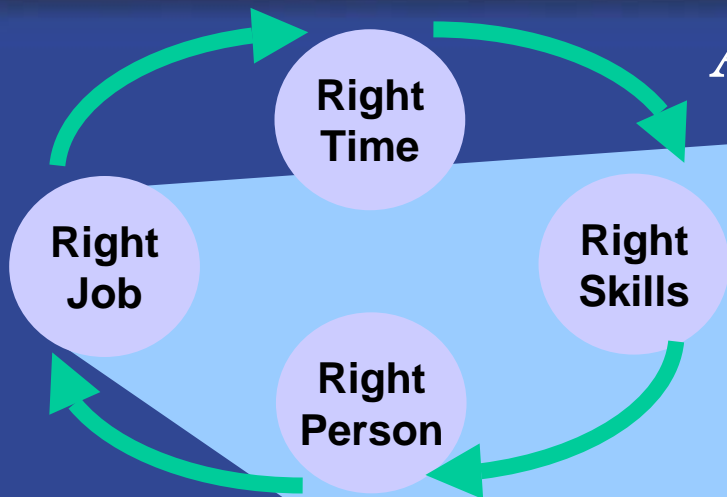
Responsibilities & Strategies

- Review Performance Measures
- Develop and Review “Dashboard”
- Monitor Budget and Spending Levels
- Assess and Evaluate Performance
- Develop Recommendations
- Grow Return on Investment (ROI)
- Information Transparency
- Recognize Success

End Goal:
**Alaskans fill
high wage, high
skill jobs and
careers**

Right Job

Assessment & Evaluation Committee



Measures & Targets

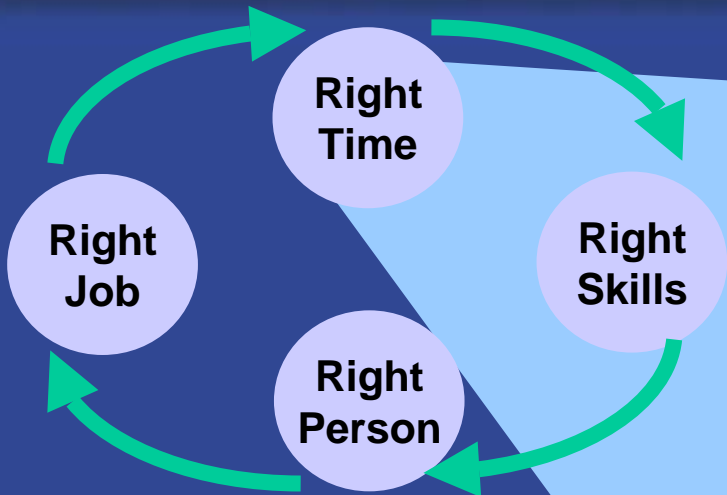
1. Decrease the ratio of non-residents to residents working in Alaska: **target 2% per year.**
2. Gain a return of training costs with earnings increase: **target 50% of costs in 6 months.**
3. Meet the negotiated standards of performance for WIA and STEP programs: **target to meet all (22) standards**

End Goal:
**Alaskans fill
high wage, high
skill jobs and
careers**

Right Time



Policy & Planning Committee



Responsibilities & Strategies

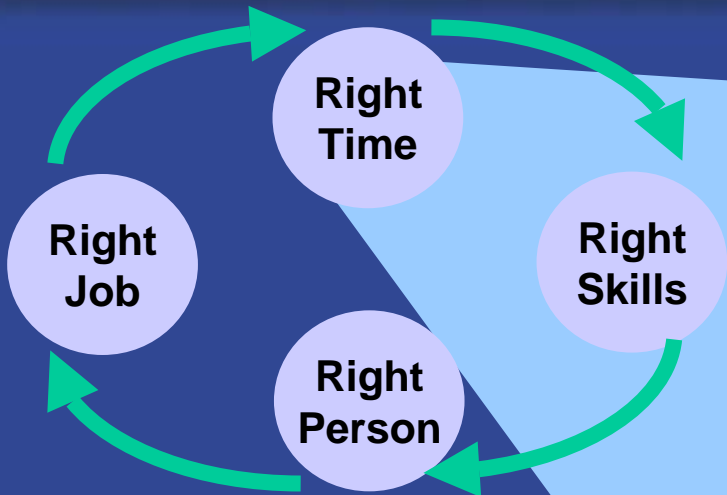
Future Focused – Define Trends
Set Industry Priorities – Define Gaps
Connect to Economic Development
Increase Industry & Non-governmental
Investments in Workforce Development
Business/Industry Outreach
Develop Links to Regional Councils

End Goal:
Linkages that
produce a
skilled Alaskan
workforce when
and where
needed

Right Time



Policy & Planning Committee



Measures & Targets

1. Percentage of all participants are trained in occupations identified as Board Priorities: **target 60%.**
2. Regions in which workforce and economic development forums have been established: **target 100%.**

End Goal:
Linkages that produce a skilled Alaskan workforce when and where needed

AWIB Meetings & Processes



Committees

Policy & Planning

Workforce Readiness

Employment & Placement

Assessment & Evaluation

Youth Council

Legislative

Meet ~ monthly to develop policies & products for approval

Executive Committee

Includes:

Focus on Major Topics from Committee Work

Action/Resolutions and Information

Chair's Report
Director's Report
Committee Reports

Meets monthly to review and approve Committee recommendations & results

Board Meetings

1Q
Summer Meeting

2Q
Industry Forum

3Q
Fall Meeting

4Q
Winter Meeting

Meets 3x year to approve major policy decisions, review performance, deliver on core accountabilities.

AWIB FY04 Work Plan



	2Q Oct-Dec	3Q Jan-Mar	4Q Apr-Jun	1Q Jul-Sep
Required Duties	<ul style="list-style-type: none"> ✓ Performance Reports ✓ Recommendations to Governor 	<ul style="list-style-type: none"> ✓ Set Industry and Occupation Priorities ✓ Define Investment Strategies/Priorities 	<ul style="list-style-type: none"> ✓ Job Center MOU & Certification ✓ Approve Youth Vendors 	<ul style="list-style-type: none"> ✓ Set Standards for Eligible Training Providers
Desired Activities	<ul style="list-style-type: none"> ➤ Performance Review – All programs 	<ul style="list-style-type: none"> ➤ Industry Forum: Construction 	<ul style="list-style-type: none"> ➤ Employer Awards ➤ Program Review: Youth 	<ul style="list-style-type: none"> ➤ Program Review: STEP & TVEP* ➤ Regional Review
Board Development	<ul style="list-style-type: none"> ➤ Strategic Planning 	<ul style="list-style-type: none"> ✓ Elections ➤ Appoint committee chairs 		
Committee Work Plans**	➤	➤	➤	➤
DUE JANUARY 6th				

✓ = Vote Required * Program Reviews

➤ = Action

cont. @ ea. AWIB Mtg.

** Each Committee to submit work plan for Jan. EC Mtg

Committee Work Plans



Each Standing Committee:

- 1) Review the draft end results, responsibilities, strategies, measures and targets provided for your committee.
- 2) Amend, delete and expand at will (these are *draft*). Note potential overlaps with other committees. Identify and work the top priorities, consider the impact of initiatives 'in progress.' Ask, "What matters most?" and what is AWIB's role.
- 3) Define the actual *activities* the Committee will do in order to achieve the end goals, responsibilities and strategies; identify the resources required.
- 4) Develop a timeline through December 2004. Ensure alignment with Board calendar as a whole, to ensure Committee pre-work is completed in time for full Board approval.
- 5) DUE JANUARY 6th to Patrice Parker for distribution to full Board.
- 6) Discussion at Executive Committee, January 13th. Define approval process, e.g. Executive Committee meeting Jan. or Feb., or Board Meeting April 7th.

Activity Planning



Need to be specific,
answering the questions:

- WHO ...
- DOES WHAT ...
- BY WHEN ...
- WITH WHAT
RESOURCES?

Resources to help:

- AWIB office has strategic plans and tools from several federal, state and local workforce investment board sources, as well as the AWIB and Anchorage / Mat-Su prior work for reference.
- Departmental and Division end goals, strategies, measures and targets are available to review for alignment.

Policy & Planning



FOCUS on: Linkages that produce a skilled Alaska workforce when & where needed

Strategies	Activities	Who? When? Resources?
<ul style="list-style-type: none"> Future focused – define trends Set industry priorities – define gaps Connect to economic development 	<p>Review global & rural economic development future trends. Get input from the Cabinet and R&A. Discuss and set industry priorities.</p>	<p>Lance Miller Lee Stoops Chris Miller Commissioner</p> <p>} Presentation/Input January Meeting</p>
<p>Increase industry & non-governmental investments in workforce development</p>	<p>Explore & assess the merits of creating AWIB as a non-governmental corporation. Develop a proposal of what could work in Alaska and pros and cons of idea.</p>	<p>Look at: Florida, Los Angeles, North Carolina. Develop proposal, appropriate for Alaska, considering strengths and challenges. Seek feedback from the Governor. Subject for March Meeting.</p>
<p>Business/Industry Outreach</p>	<p>Develop Marketing Plan.: “Workforce Development is Everybody’s Business” - call for action to be customized for each group. Outreach to Chambers of Commerce & Rotary Clubs. Education businesses on need and ways to help. Define Products: Investment Strategy, build tool kit for board members, etc. Link to YES, AJCN Marketing.</p>	<p>Link to DBP marketing (Goforth). Create inventory and supply of marketing tools (Allridge). Review potential audiences, e.g. Kenai Chamber of Commerce - January. Subject for February Meeting</p>

Policy & Planning

(Continued)



FOCUS on: Linkages that produce a skilled Alaska workforce when & where needed

Strategies

Activities

Who? When? Resources?

Develop Links to Regional Councils

Communicate desires and guidelines for the formation of regional councils.
Send invitation/memo to former members of LACs and LWIBs.
Provide advice/guidelines for proposal.
Outline ongoing expectations of RC/AWIB relationships.

E-mails to individuals – Kitty Farnham.
Guidelines from AWIB on Regional Councils and Request for Proposals – Alice Galvin.
Review Proposals at Feb. Meeting.
Full Board approval at April Meeting.

Employment & Placement



FOCUS on: People and Employers Connect

Strategies	Activities	Who? When? Resources?
Improve Labor Exchange Services. Increase Market Penetration with employers.	Solicit for ESD automated skills bank through state procurement. Develop emerging markets unit to focus support for new industry. Co-locate Agency Job Developers, ESD, DPA, DVR, Develop account Rep model to meet employer's needs.	ESD January '04 ESD and Economic Development June '05 ESD, DPA, DVR December '04 ESD, DPA, DVR December '04
Embed One-Stop Principles of Customer Service Focus, Integration, Universal Access, Customer Choice and Performance Driven within service delivery system. Certify Workforce Development Professionals.	Re -design One-Stop Certification around embedded One-Stop Principles Develop Training for one-stop staff based upon principles. Incorporate certification of workforce professionals in one-stop academy.	DBP March '04 DBP & ESD June '04 DBP & ESD June '04.
Improve Rural Alaskan Connection with one-stop system. Complete One-stop MOU. Establish Standards for One-Stop Partners. Ensure compliance in one-stop issues.	Align Regional Councils and Job Centers. Seek participation from public in subcommittee work. Establish employer advisory groups Resolve barriers to completing MOU. Monitor DBP sub-grantees for compliance	DBP, DCED June '05 AWIB February '04 ESD & local one-stops Dec '04 AWIB, DOL Feb '04

Assessment & Evaluation



FOCUS on: Alaskans fill high wage, high skill jobs and careers

Strategies	Activities	Who? When? Resources?
Review performance.	Analyze annual federal WIA report and state Training Program Performance report.	Committee members & AWIB staff. Nov. - Jan.
Develop recommendations.	By resolution.	As needed.
Information transparency (Clearinghouse).	Prototype database. Basic website. Online grant applications. MIS integration. Online performance reporting.	Develop recommendations.
Develop dashboard indicators.	Identify measures. Publish indicators.	Spring AWIB meeting. Three times annually as content for full AWIB meetings.

Assessment & Evaluation

(continued)



FOCUS on: Alaskans fill high wage, high skill jobs and careers

Strategies	Activities	Who? When? Resources?
Monitor budget & spending levels.		Spring AWIB meeting.
Grow return on investment (ROI).	Initial review. Resolution if necessary. Recommend improvements. Continuous monitoring.	April committee meeting. May committee meeting. <i>See dashboard indicators.</i>
Recognize success.	Planning. Public announcement. Nominations. Selection. Awards ceremony.	Annually at spring AWIB meeting.

Workforce Readiness



FOCUS on: A Prepared And Motivated Workforce

Strategies	Activities	Who? When? Resources?
Utilize Blueprint as a system-building guide.	Create a benchmark tool task force to: Rationalize issues as to institution or program or blend of two. Self assessment tool, which rubric; clear scale peer review process; conclusion of effort; factor into incentives/consequences; pilot the tool; update and revise the tool based on the pilot; make recommendations to the AWIB; AWIB review and take the tool to the next level. Pilot the benchmark tool. Implement the benchmark tool. Outreach/communication campaign to stakeholders.	February June July/August September
Define Occupational Priorities	Review & refine process for determining priorities Receive Industry Priorities from P & P Request data with refinements included from DOL Discuss & determine priorities	February/March/April Resources: Policy & Planning (Industry Priorities); R&A; Consortia
Build Capacity and Increase Use of Industry Skill Standards	Review, revise and adopt VTEP's proposed strategy. Create awareness of standards Determine protocol to identify existing standards. Where standards do not already exist, determine protocol to develop industry standards (e.g.: dacum process using subject matter experts). Provide professional development to train instructors. (Continued next page)	3 yr. Res.02-15 Resources: Alaska Statewide Fund If AWIB is committed to Res. 02-15 we will need capacity building funds to carry out this strategy.

Workforce Readiness (Con't)



FOCUS on: A Prepared And Motivated Workforce

Strategies	Activities	Who? When? Resources?
Build Capacity and Increase Use of Industry Skill Standards, (Continued)	Provide curriculum and learning activities to teach standards. Develop standards based assessment of both students and teachers. Establish a standards and curriculum revision cycle validated by industry subject matter experts. industry valuation (Consideration: data base and audit of system and if/how it aligns with clearinghouse initiative.)	
Monitor Eligible Training Providers List	Clean up measurement process (apples to oranges) Meet with ACPE and review their process Re-write eligible training provider policy Meet with A&E and determine roles	April/May Resources: Assessment & Evaluation ACPE
Ensure Highly Qualified Teachers	<i>to be filled after conversation with Commissioner Sampson</i>	

Workforce Readiness (Con't)



FOCUS on: A Prepared And Motivated Workforce

Strategies	Activities	Who? When? Resources?
Build the Youth Employability Skills as a Critical Component of the System	Connect employers and ensure their support Connect to the Department of Education PR to students & Parents Professional Development Becomes part of every students education – not an add on	June-December Resources: Alaska Statewide Fund Youth Council
Develop Links Within the Training System	Connect Providers through policy, RFP and funding Alignment of system through common standards and measurements Market Tech Prep tools Increase use through Tech Prep Agreements Recognize and support standards protocol	